Strategic Plan 2018 - 2020

VCTA

The Victorian Community Transport Association Incorporated

Incorporating Victoria & Tasmania

Greater social equity through mobility

This document is structured as follows:

Vision & Mission Statements

Vision

Sustainable Community Transport Sector flourishing in any environment

Mission

Enhance members' command of their environment through activism, capacity-building and evidence-based research

Guiding Principles

Integrity - We apply the highest ethical standards and transparency in all of our work

Unity - We channel our members' experience, expertise and conviction, and act as one

Leadership - We shape our future through thought-leadership, inventiveness and evidence-based submissions

Achievement - We adopt a success mindset and pursue our objectives with conviction and tenacity

Equity – We strive for social justice and connectedness for our members' stakeholders

Sustainability - Our organisation, our industry, our members and the causes we prosecute must be sustainable

Where are we now?

Regulatory	Markets	*Sector*	Entity
• Commercial Passenger Vehicle Reforms near legislative enactment (Vic) • Stagnant environment (Tas)	• MAC System – sound (Tas); evolving (Vic) • Fledgling NDIS – poor transport funding • Public transport bus network scrutiny • Advent of ride-sourcing • Relatively closed markets • Uncertain future funding design (MAC) • No access to MPTP funds	• Block funding to 2020 – then uncertainty • Technology imperatives/poor options • Local Government provider prevalence (Vic) • Small NFP provider base (Vic) • Predominance of Community Service DNA • Modest Sectoral readiness for open market • Effects of Rate Capping on future LG service	• Small membership base • No secretariat beyond volunteer providers • Modest advocacy heritage • Low mobilization of membership base • Recent inclusion of Tasmania • Low capacity for research

What will the longer term future look like?

Regulatory	Markets	*Sector*	Entity
• Low barrier to entry market • Targeted 'level playing field' • Likely added accreditation requirements • Need for A.I-type legislative considerations; eg. driverless cars	• Unconstrained service geography • Large multi-disciplined service providers • Large corporate & private providers • Critical POD – technology/service range • Critical POD – market penetration/price • Likely open, contested markets - MAC • Open, contested markets - NDIS • Public Transport Reform – higher on-demand component • Tsunami of technological advancement	• Provider attrition- mergers/alliances etc • New provider entrants – public/private • Fewer Local Government providers • More acute focus on commercial objectives • Direct relationship between scale and entity health – increased investment levels • Changing customer demographic – technology/expectations • Changing business models & operational strategies	• Smaller traditional membership base • Broader charter & membership remit? • More expansive advocacy requirements • Greater demands on Secretariat • Greater demand for collaboration with partners/allies • Active & demanding membership base • Research & Enterprise partnerships • Commercial sensitivities within membership

How do we get there?

Our Transformation Argument	*Our 'Big Levers' – our strategies*
• *We must be seen and we must be heard*	• *Assume a leadership role in influencing relevant Local, State and Federal Government policy*
• *We must be reliable and sought after*	• *Ensure sustainability, regard and relevance of VCTA in the new paradigm*
• *Our members must be skilled and equipped*	• *Generate capacity for market competitiveness and sustainability within sector membership*
• *We must be evidence-based & Mission-driven*	• *Build a data bank and research centre to support partnerships to prosecute our cause*

1. Assume a leadership role in influencing relevant Local, State and Federal Government policy

Description

All levels of Government, peak/advocacy peers, user groups and media recognize VCTA as the 'go to' authority in respect of specialised transport delivery to vulnerable aged and disability people in Victoria and Tasmania.

Rationale

Community Transport is an under-nourished, yet critical component of aged and disability services in the community. It is often assumed as a resource in terms of availability and cost, yet inherently underpins the critical objectives of aged and disability schemes in Australia. Advocacy has been limited to date.

Strategic Initiative	Business Activity	Milestones	Outcomes
1.1 Sector Funding	• In partnership with ACTA, petition CHSP for an adequate and suitably planned funding mechanism that reflects environmental diversity in services	• Block Funding to the sector until 2022 • Government/industry collaboration on 'forensic' basis for future market funding from no earlier than 2023	• Revenue stability for transition period • Operational clarity around future revenue streams upon which to plan business modelling and capital investment
1.2 Peer Networking & Activism	• Forge strategic alliances with other Peak entities. • Leverage status of other peaks wherever possible to secure advantage • Ensure professional responses to Parliamentary Inquiries, Commission and Industry-based initiatives of relevance. • Ensure sector consultation to secure consensus on provider perspectives	• Mature & productive relationships with NACA, NDS, VCOSS, TCOSS, NATSIC CTN, COTA • Effective relationships with User Groups • Effective collaborations & mutual undertakings with peak colleagues • Retain Directorship of ACTA • Retain membership NACA • Submissions are put to all key Inquiries, Surveys, and Reviews as relevant	• Demonstrated thought leadership; passion; advocacy; and respect for peers • Public/sector/government visibility, respect and legitimizing of members • Cross-fertilized knowledge & experience • Broader network base and tentacles of influence
1.3 Media	• Develop professional relationships with mainstream media and relevant aged/disability publications/broadcasts • Utilize social media & web platforms to raise issues/interest items	• Articles in leading aged/disability publications • Major issues/items of interest published on radio and newsprint • Consistent feed on Twitter, Facebook, website & You Tube	• Print & broadcast media exposure • Public visibility of relevant causes • Validation of the services of members • Raise public profile & image of sector

	Description	**Rationale**
1. Assume a leadership role in influencing relevant Local, State and Federal Government policy	All levels of Government, peak/advocacy peers, user groups and media recognize VCTA as the 'go to' authority in respect of specialised transport delivery to vulnerable aged and disability people in Victoria and Tasmania.	Community Transport is an under-nourished, yet critical component of aged and disability services in the community. It is often assumed as a resource in terms of availability and cost, yet inherently underpins the critical objectives of aged and disability schemes in Australia. Advocacy has been limited to date.

Strategic Initiative	Business Activity	Milestones	Outcomes
1.4 Governments	• Ensure sector's maximum influence and control possible over its own future by actively engaging with Federal, State & Local Governments on a consistent, timely and pertinent basis • Utilize the standing and connections of member entities, member Boards & Patrons etc, to promote objectives • Encourage active member participation in petitions or causes, and/or industry partnering initiative, as appropriate and optimal	• Ongoing relationship with Senior Officers of relevant Federal departments • Ongoing relationship with officers & departments of relevant State Ministers • Ongoing relationship with officers & departments of relevant State Shadow Ministers • Audience with Ministers of Government, and/or membership of any Consultative/Advisory body relevant to material causes • Ongoing relationship with relevant officers within MAV/MAT	• Influence Legislation and/or Government policy as relevant • Demonstrated thought leadership; passion; advocacy; and respect for Government & bureaucracy • Respect from all tiers of Government • Public/sector/government visibility • Broader network base and tentacles of influence • Secure early insight and input into prospective environmental change

2. Ensure sustainability, regard and relevance of VCTA in the new paradigm

Description

VCTA has revenue and resources flows sufficient to meet the demands of its short, medium and long term objectives. VCTA is regarded as an authority in specialised transport matters by industry and government. VCTA has a 'seat at the table' in the design and monitoring of public transport services.

Rationale

VCTA needs to transcend its present modest role in ensuring the sufficient resourcing and capacity of its members in the new, market-driven social services market. VCTA must become professional in its operation and be responsive to diverse need and opportunity, to meet need and sustain itself.

Strategic Initiative	Business Activity	Milestones	Outcomes
2.1 Professional Secretariat	• Develop fiscal means of sustaining a part time paid secretariat of suitable advocacy and governance skill	• Break even or better annual operating budget with provision for up to 0.4 FTE Executive Officer position	• Greater ease of management • Enhanced stakeholder engagement • Greater proactivity and responsiveness
2.2 Corporate Governance	• Implement best practice policy, systems and procedures • Secure suitable array of skills available to the Board • Ensure appropriate legal structure to align with strategic purpose	• Governance and operations policies to guide Board & Secretariat implemented • Board Skills Matrix to determine critical skills deficiencies available to Board • Skills gaps available to Board remedied • Changes necessary to accommodate two State operation, for-purpose benefits, and contemporary legal framework	• Sound governance processes • Efficient & effective operations • Capability assurance • Appropriate legal structure for cause • Best use of member knowledge & capabilities • Ensure best prospect of strategic success
2.3 Financial Sustainability	• Engage growth & innovation strategies • Enhance brand awareness & marketing strategies to support all business initiatives • Ensure resources necessary to achieve	• Corporate partnerships & sponsorships • Philanthropic partnerships & sponsorships • Funding agreements • Marketing success in brand awareness • Management response to achieve Strategy	• Diversified & enhanced revenue streams • Enhanced going concern status • Targeted marketing campaigns • Brand awareness • Resource required aligned with capacity
2.4 Member Services	• Increase growth & diversity of membership • Enhance channels of stakeholder communications • Develop membership incentives • Develop marketing stream to address areas of greatest member need	• Increased membership channels • Increased membership numbers • Indigenous & Diversity representation • Standing communications arrangements to members embedded • Well utilized standing communications & consultation mechanisms from members • Benefits package (from sponsors) established for members • Established programs leveraging sector to support member needs	• Increased stakeholder base • Diversified stakeholder base • Greater demographic synergy • Enhanced member communications • Enhanced member consultations • Enhanced member representation • Greater harnessing of knowledge, skills & influences of members & their networks • Enhanced benefits for members • Leveraging of membership numbers

Description

Rationale

3. Generate capacity for market competitiveness and sustainability within sector membership

Members will be armed with the information and learning opportunities necessary to make informed judgements and decisions as to the design of their participation in the open, contested marketplace of the future. Members need to readily identify the determinants of their own success and are well supported to deliver quality services.

Competitiveness, sustainability and success within markets of the future will be uniquely formulated within each member. VCTA needs to expose members to industry, learning and peer networks such that each member has the scope and capacity to realize success in a form that best suits them and their unique environment.

Strategic Initiative	Business Activity	Milestones	Outcomes
3.1 Learning & Development	• Collaborate with registered training providers • Access to industry leadership & expertise • Develop resource centre for best practice initiatives	• Accreditation offerings specific to sector requirements • Cheaper access to generic courses of relevance • Member access to industry leaders of relevance • Library of operational policies, project outcomes, submissions, quality, safety, environment & risk guidance's for member access	• Recognized learning for stakeholders • Enhanced operational risk assurance and training value for members • Enhanced value proposition for volunteers and staff • Contemporary skills in industry • Enhanced member resource & operational supports
3.2 Volunteer Recruitment & Retention	• Leverage available mediums to raise profile of volunteering opportunities in sector • Skill members in optimum volunteer retention practices	• Ongoing media and public campaign profiling sector and the need for, and social value of, volunteering • Best practice volunteer management resources developed & readily accessible to members	• Enhanced service lifeblood – increased volunteer participants • Leveraged public profile of sector • Increased social capital in members • Enhanced operational sustainability
3.3 Sector-specific knowledge & networking	• Develop peer support & mentoring program for members • Ensure programmed sector-specific learning opportunities for members • Ensure fellowship & relational opportunities for members	• Multiple level peer support & mentoring program available to members & their personnel • Membership/Sector events calendar is developed & executed routinely • Enhanced communications and cross-fertilization between members & their constituents	• Galvanised membership base • Stronger performing sector • Knowledge retention within sector • Co-ordinated member learning • Greater unity of purpose • Greater collaboration
3.4 Industry exposure & commercial savvy	• Expose members to leaders and their messages in relevant spheres of business • Develop member benefits attached to business service offerings in vital aspects of sector activity	• Events sufficiently populated with business leaders and timely topics relevant to the sector • High value partnerships with leading business services providers available to members	• Stronger performing sector • Increased innovation • Greater exposure to contemporary industry practices • Currency of skillsets in members' constituents

4. Build a data bank and research centre to support partnerships to prosecute our cause

Description

VCTA utilizes member/sector data and those publicly available to increase the sector's control over its own future, legitimize the role of service providers, support its advocacy, and support its members and partners with evidence to inform investment decisions. VCTA leverages research partnerships, in addition to its own endeavours, to deliver vital research outcomes to promote the best interests of members and their stakeholders.

Rationale

VCTA does not possess any qualitative contemporary data on the activities of its members or the sector. VCTA does not utilize any formal research partnerships to incorporate sufficient depth and legitimacy into its advocacy. The nature of its evolvement has ensured VCTA has not been effective enough in controlling its own future and best serving that of its members.

Strategic Initiative	Business Activity	Milestones	Outcomes
4.1 Performance Data	• Routinely collect, interpret & utilize to advantage, validated data and empirical evidence from membership & sector	• Data sources on-line & capable of certifiable data & required reliability • Formats of analysis & interpretation embedded into use • Governance Reporting established to routinely monitor outputs & uses of analysis	• Data to support advocacy • Data to support members' interests • Data to support submissions • Enhanced insight into sector outputs • Continuous improvement of membership base
4.2 Research Data	• Collect, interpret & utilize to advantage, research data & findings from academia, industry & government sources	• Data sources on-line & capable of certifiable data & required reliability • Formats of analysis & interpretation embedded into use • Governance Reporting established to routinely monitor outputs & uses of analysis	• Data to support advocacy • Data to support members' interests • Data to support submissions • Enhanced insight into sector outputs • Continuous improvement of membership base
4.3 Investment Data	• Utilize relevant sources of data to provide evidence to guide member and sector development investments	• Data sources on-line & capable of certifiable data & required reliability • Formats of analysis & interpretation embedded into use • Governance Reporting established to routinely monitor outputs & uses of analysis	• Data to support advocacy • Data to support members' interests • Data to support submissions • Enhanced insight into sector capacity • Continuous improvement of commercial endeavours of members

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Strategic Initiative	Business Activity	Milestones	Outcomes
4.4 Social Value	• Develop empirical & theoretical basis for determining the social value of episodes of community transport to members' clients for use in government, corporate and philanthropic submissions	• Identify research partner & secure resources required to undertake project • Project completed • Submission narrative developed for submission use	• Findings to support advocacy • Findings to support members' interests • Findings to support submissions • Findings to support investment prospectus' • Evidence to progress marketing initiatives
4.5 Sector Analysis	• Generate forecasts & analysis of sector-wide trends and emerging issues/risks/opportunity • Develop performance benchmarks to facilitate member comparison analysis with various State/National data available	• Formats of analysis & interpretation of trends embedded into use • Governance Reporting established to routinely monitor outputs & uses of analysis • Governance Reporting established to routinely develop & monitor benchmarks • Interstate & National benchmarks developed • Establish member communications platform	• Findings to support advocacy • Findings to support members' interests • Findings to support submissions • Enhanced insight into sector outputs • Continuous improvement of membership base • Continuous improvement of commercial endeavours of members

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Management Response to Strategic Plan

1. **Assume a leadership role in influencing relevant Local, State and Federal Government policy**

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Strategic Initiative	Activities	Description	Due Date	Capability Metrics